

Terms of Reference

Technical support to The Accounts Chamber of the Republic of Tajikistan through the GSAI programme

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1 Information in brief

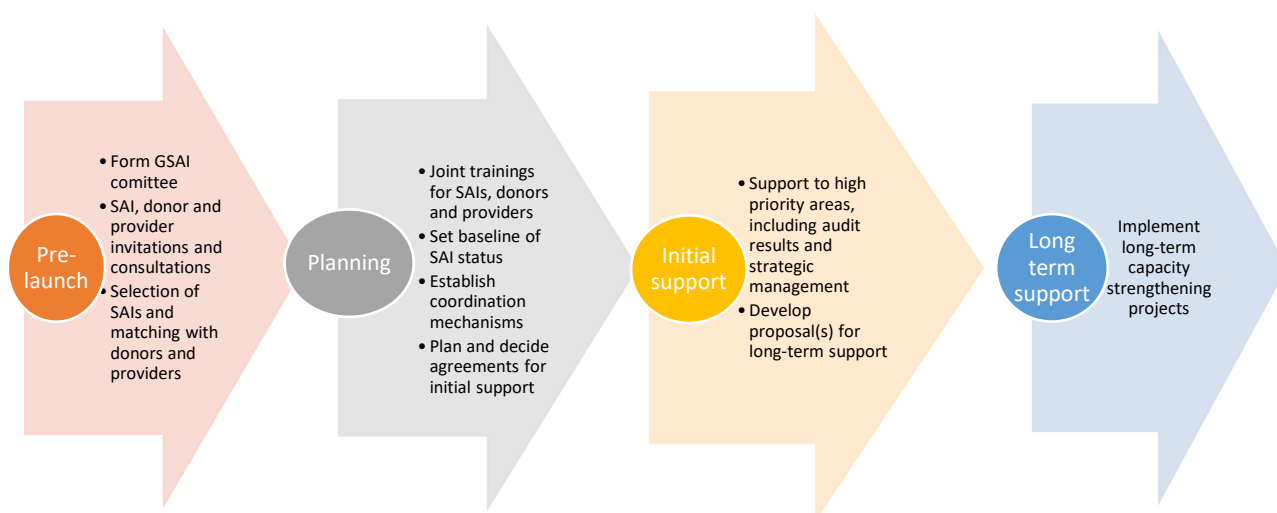
Document	Terms of Reference
Assignment	Technical capacity development support to The Accounts Chamber of the Republic of Tajikistan through the GSAI programme
Principal	INTOSAI Development Initiative Stenersgata 2 0184 Oslo, Norway
Contact Person	Name: Marcela Hommefoss Email: marcela.mora@idi.no Phone: +47 97107626
Date of calling of bids	24 th May, 2023
Bids due	24 th June, 2023
Period of validity of bids	2 months

2 Introduction

The [Global SAI Accountability Initiative \(GSAI\)](#) aims to mobilize effective, tailored and well-coordinated support to Supreme Audit Institutions (SAIs) in challenging contexts. The initiative is expected to empower the SAIs to take forward their own capacity development and reach a new level of sustained capacities and performance. The SAIs of Belize, Benin, Dominica, Haiti, Honduras, Kyrgyzstan, Lebanon and Tajikistan have joined the initiative. Tailored country projects are to be developed by each of the eight selected SAIs in partnership with peer SAIs, donors and implementation partners.

The initiative was launched in 2022 by the [INTOSAI-Donor Cooperation](#) (IDC) as part of its broad work to promote support to effective, independent and well performing SAIs in developing countries. The [INTOSAI Development Initiative \(IDI\)](#) assists with the operationalization of the IDC strategy and therefore it has established a GSAI programme to coordinate and facilitate the planning and implementation of the initiative and the country projects. The main donor for the overall programme is the European Commission.

There are four phases within the GSAI initiative, as illustrated in the figure below.



The **prelaunch phase** was completed in August 2022 and included the development of the initiative's concept, ToR and selection of beneficiary SAIs. The **planning phase** has been running since September 2022 and is expected to end by September 2023. It has involved program design, country partnerships setups and country project planning. The **phase 1 of initial support** will go from September 2023 to mid-2025 and it will include support to strategic management and key audit capacities and results. The intention during this phase 1 is to ensure some immediate SAI audit results in addition to strategically based proposals for long-term capacity development. The **phase 2 of long-term support** will start as soon as broader capacity development projects are ready and have secured donor funding.

Detailed description of the GSAI initiative, including its objectives, success criteria, types of support, phases and main actors can be found in our website, [Terms of Reference](#) and [appendices](#).

This tender relates to the support to one of the beneficiary SAIs, The Accounts Chamber of the Republic of Tajikistan (here after SAI Tajikistan) for the phase 1 of initial support

The SAI of Tajikistan was established in 2012 and since then it has undertaken several changes and organizational restructuring to be able to fulfil their mandate. It has received support from the World Bank in this process. This included drafting a new Audit Act, which has been recently approved; thus, giving formal confirmation as an autonomous institution with full mandate to audit government bodies in the country (website: www.sai.tj). SAI Tajikistan has requested support in different areas of development at the organizational and professional level. There is a need for technical providers who can take part and ensure the successful implementation of this capacity development process. While a peer SAI is already engaged to provide technical support in some respects, and IDI might be able to assist as well, there is still a need for another provider to ensure sufficient support capacity in the project and complement the peer-support. The design of the project including expected results, milestones, and roles and responsibilities of the different partners will be set in a cooperation agreement expected to be finalized by the third quarter of 2023.

3 Objective and project components

The objective and components are presented below. It must be underlined that these are tentative and further scoping and prioritizing is ongoing. The final objectives and project will be set in the Cooperation agreement planned for the third quarter of 2023.

The tentative overall objective of the project is *to enable SAI Tajikistan to conduct audits in compliance with the International Standards of Supreme Audit Institutions (ISSAIs) and function as an accountable and transparent institution able to provide impact and value to the lives of citizens of the Republic of Tajikistan.*

This objective is expected to be adjusted to capture the essence of support and results ambitions within the period 2023-2025.

The draft project components and expected results are:

Component	Expected results	Potential support activities
1. Audit methodology and results	ISSAIs' aligned audit methodologies, staff competences, processes, audit quality and results (priorities of audit types and areas of support to be set)	General and on-the-job training for overall annual audit planning, quality control and reporting. On-the-job training for selected audit assignments, and guidance to actual application of the audit methodology. This will be for compliance audit, and potentially also financial and performance audit.
2. Strategic management	A 5-year strategic plan (2024-2029) encompassing all elements of capacity development related to the	Process guidance, training and advice for a strategic planning process, including assessment of current situation, stakeholder

Component	Expected results	Potential support activities
	<p>new legislation and operational plan for the annual budget process.</p> <p>Strategic management processes in place, including annual planning, implementation, monitoring and reporting systems and aligned practices/routines within the whole organisation.</p>	<p>consultation and strategy development.</p> <p>Process guidance, training and advice for developing and establishing functional systems and routines for strategic and operational management. This would include elements as annual cycle, planning, monitoring, reporting and follow-up.</p>
3. Digitalization	Enhanced integration and utilization of data in the public finance IT system and infrastructure.	Assistance to mapping of current challenges and opportunities of utilizing data in the audit process. Guidance for implementation and contribution to internal systems development to be agreed depending on prioritized needs of support.
4. Stakeholder engagement	A stakeholder engagement strategy developed, implemented and consistently considered as part of the Strategic Plan 2024-2029. It will include key elements such as relationships with the parliament and civil society, and enhanced use of social media platforms.	Process guidance, training and advice for a strategy of communication and stakeholder engagement. This could be done as part of the strategic management processes and considered in the Strategic Plan 2024-2029. Guidance to implementation of the strategy in areas where the SAI requires external support. This could be stakeholder seminars or sensitization of the SAI's work with Parliament.
5. Project management, coordination and support mobilization	Good practice project management and coordination based on SAI plans and preferences. Development partners engaged and a proposal for a new project of long-term support developed.	<p>Be a part of project management team led by the SAI. Regular interaction meetings and online collaboration to take stock of project progress, results, risks and potential synergies between components.</p> <p>Advice for good project management practices fit for the project. Guidance for regular engagement of development partners, such as quarterly meetings.</p> <p>Guidance for developing project proposal(s) for long-term support.</p>

4 Description of the requested services

4.1 Scope of the assignment

The bidder is invited to demonstrate technical expertise and proposed approach for each of the project components described in chapter 3. The final scope of the assignment and subsequent support activities will be decided and agreed upon all parties, depending on the qualification and capacity of the bidder, as well as other partners' areas of expertise.

4.2 Methodology of the assignment

The technical provider will be a part of a group of partners delivering capacity development assistance. The country project is expected to be led by SAI Tajikistan in hand with the peer SAI as the lead technical provider. Specific components can be led/delivered by the different partners depending on their areas of expertise.

The support interventions will include online, hybrid and onsite workshops and meetings in Dushanbe. The staff of the SAI use Tajik language, and to some extent Russian and English. The working language of the collaboration is intended to be primarily Tajik and Russian. Translation and interpretation are still expected to some extent, for instance to utilize material in other languages and involve relevant persons not familiar with these languages in selected processes.

The capacity development approach is expected to have the following characteristics:

- Positive and fruitful coordination with partners and identification of synergies that can complement support and reinforces the GSAI approach of holistic and tailored capacity development assistance to SAI Tajikistan
- Continuous online collaboration by sharing information, updating documents and keeping the SAI and all partners up to date in the work
- Collaborative attitude, respectful engagement with any stakeholder at the international or national level
- Flexible and agile project management style that considers the country context, culture and local needs of the target beneficiary and let the SAI lead their own development path. In addition, willingness to build on ongoing experiences and adapt quickly to the changes and complexity of the SAI environment

4.3 Timeline

The project period is planned to start by the third quarter of 2023 to second quarter of 2025. The intensity of support will vary over the period, depending on the SAI operational cycle, and there will be a need for flexibility. The project partners will develop and regularly update an implementation plan to manage the availability of the different partners in different periods.

An indicative timeline for the bidding and project implementation phases presented below:

Phase and task	Responsibility	Date /deadline
1. Invitation to tender issued	IDI	24 May 2023
2. Bids due	External technical providers of support	24 June 2023
3. Selection of technical provider	IDI	Early August 2023

Phase and task	Responsibility	Date /deadline
4. Initial video conference/meeting between technical provider and the GSAI team	IDI (GSAI team) + technical provider	Mid-August 2023
5. Introduction with the SAI Tajikistan and peer SAI + kick off technical work (division of responsibilities and agreement on online work and collaboration)	All project partners	Mid-August 2023
6. Country visit to SAI Tajikistan with other partners and finalization of Cooperation Agreement	All project partners	September 2023
7. Implementation period of agreed support	All project partners	September 2023 – May 2025
8. Project closure	All project partners	June 2025
9. Final report	Technical provider	August 2025

4.4 Planning, monitoring and reporting

The support will be commissioned and managed by the GSAI programme in IDI. The programme is organized in the Bilateral Support unit.

The successful bidder will be invited to take part in the finalization of the project plan together with other partners. In that process it will be clarified the specific role and timing of interventions. The continuous monitoring and reporting of the project will be primarily done through agreed procedures with the other project partners.

A separate quarterly report from the technical provider will still be required submitted to IDI describing especially the contribution of the provider to progress and results of the overall project.

A final report is expected to summarise on activities undertaken, project achievements as well as lessons learned from the collaborative provision of support distinctive from the GSAI initiative.

5 Tender procedure

5.1 Eligibility and competence of the bidder

Bidding is open to firms, consultants operating on an individual basis and SAIs. Current permanent employees of SAIs on an individual basis and organisations on sanctions lists shall not be eligible for bidding. SAIs can submit bids and depute their employees on assignments. All bidders shall make a 'No conflict of interest' declaration in their bids.

A team with strong knowledge, experience and skills in the following areas are requested (essential requirements are marked with a (*)):

- Capacity development support, including methods of advice, training and process facilitation and considering principles of ownership and sustainability *
- Audit methodology and execution using International Standards for Supreme Audit Institutions, especially overall audit management for a SAI and execution of compliance audits*
- Project management, collaboration with partners and teamwork, considering building trust and understanding with partners of a diverse cultural and professional background*
- Tajik and/or Russian language (both spoken and written) *
- English language (both spoken and written) *
- Tajikistan country context and government systems
- Strategic management, including organizational systems and culture for planning, monitoring and reporting
- Digitalization of organizational systems
- Stakeholder engagement for a SAI, especially relating to the Parliament and Executive
- Donor expectations and relations, including development of project proposals and reporting
- Working with gender equality, inclusion and sustainability aspects at organisational level

5.2 Selection criteria

Selection will be made based on the best price and quality combination, according to the following review matrix.

Criteria	Maximum Score
Contract implementation proposal	
Proposed capacity development approach and principles for collaboration and partnership with other organisations	33
Competency	
Experience and qualifications in the forementioned areas from section 5.1	34
Financial proposal	
Financial proposal of person days within the budget ceiling (incl. costs for interpretation and translation)	33*
TOTAL	100

* The lowest person day proposal considered eligible will be scored at 10, others will be scored according to the following formula: $\text{score} = \text{lowest proposal} / (\text{quoted proposal}) \times 10$.

5.3 Procurement method and submission of proposals

In accordance with IDI procurement policy for contracts of this value, a minimum of five service providers will be invited to tender.

Interested service providers should submit a short technical and financial proposal, in English, by email to Maria Herrero-Aldea (maria.herrero-aldea@idi.no) with a copy to Marcela Hommefoss (marcela.mora@idi.no) by no later than 24th June 2023. The bid should comprise:

- a) A proposal including:
 - a. Experience in providing capacity development support from similar projects and contexts
 - b. Approach to capacity development and in particular to SAI Tajikistan

- c. Description of how the engagement will be organized and managed by the bidder, including staffing, competencies, guidance, quality control and financial management, and interpretation and translation (if required)
- d. A financial proposal for the work, on either an input basis or lump sum contract
- b) CV detailing the educational and professional qualifications including statement of language skills of the proposed team leader and any other team members
- c) Professional references (provision of two names of potential referees that IDI can contact)
- d) Presentation of a tax (VAT / Sales Tax etc.) certificate

6 Budget and costing

The indicative budget ceiling for technical support is 1 mill NOK including both planning, execution and final reporting. The financial proposal is to present the number of person days in which can be provided for this budget, considering the following tentative allocation of time between the components:

Component	Assumed role of provider	Estimated share of total person days
1. Audit methodology and results	Main role	60 %
2. Strategic management	Contributing role	10 %
3. Digitalization	Contributing role	10 %
4. Stakeholder engagement	Contributing role	10 %
5. Project management, coordination and support mobilization	Contributing role	10 %

The financial proposal needs to show main staff cost elements in NOK. The contract will include an agreed fee rate per person day and compensation paid accordingly.

If interpretation and translation is necessary for the team to collaborate in Russian or Tajik, the provider needs to explain how this is planned done in an efficient and effective way, and include an estimate of extra costs for this. This can be based on the assumptions of the tentative support activities described in chapter 3.

Costing for workshops and travel activities are to be kept outside the financial proposal. These costs will be covered separately on the basis of IDI's procurement and travel policies. Travel conditions involves use of economy class air tickets and UNDP rates for allowances.

Further details will be set out in the contract, including extra costs for interpretation and translation. The assignment will be contracted in Norwegian kroner.

7 Reference material

- Global SAI Accountability Initiative: [GSAI | INTOSAI-Donor Cooperation \(intosaidonor.org\)](https://www.intosaidonor.org/)
- IDI Bilateral Support Policy: <https://www.idi.no/elibrary/bilateral-programmes/497-idi-bilateral-policy/file>